

FORWARD FROM

STRENGTH



ALBERTA PUBLIC SERVICE  
WORKFORCE PLAN

**Final Report**  
**2010-11**

RESPECT  
ACCOUNTABILITY  
INTEGRITY  
EXCELLENCE

ALBERTA'S PUBLIC SERVICE  
Proudly working together to build a stronger province for current and future generations

Government of Alberta ■

## CONTENTS

Public Service Commissioner's Message .....	2
2010-11 Highlights and Focus Areas .....	3
Summary of Achievements	
Developing .....	4
Engaging .....	7
Attracting .....	10
2010 Performance Measures	
Corporate Employee Survey Indices .....	13
Performance Measures Indicators Comparison .....	14

## Public Service Commissioner's Message

Alberta Public Service (APS) employees are the heart of government and the key to Alberta's future success in a global economy. The valuable work we do every day helps achieve government's goal of providing quality programs and services for Albertans.

The APS Workforce Plan, championed by Deputy Ministers from across government, is in place to focus our efforts to build a quality work environment that will enable us to do our best work. This report outlines what was accomplished over the past year, and I encourage you to check out further information on programs and resources for APS employees included in the Employee Resource Guide at [www.chr.alberta.ca/resourceguide](http://www.chr.alberta.ca/resourceguide).



We continue to place priority on our cross-government Workforce Plan, with its critical focus on providing a workplace that supports us now and positions us collectively for future success.

Sincerely,

A handwritten signature in dark ink, appearing to read 'D. Silver'.

Dale Silver  
Public Service Commissioner

# 2010-11 Highlights

The APS Workforce Plan Final Report summarizes the human resource initiatives undertaken in 2010-11 to support employees in many ways. The Government of Alberta (GoA) encourages career and leadership development, invests in learning opportunities for our workforce, recognizes team and individual achievement and plans for future employee needs.

The following are the key achievements during 2010-11:

- ▶ Launched the Employee Resource Guide, a guide that provides one-stop access to a wide variety of human resource information, programs and supports for APS employees. More information on programs and resources mentioned in this report can be accessed through this guide ([www.chr.alberta.ca/resourceguide](http://www.chr.alberta.ca/resourceguide)).
- ▶ Piloted a Post-Grad Program as part of the GoA Management Development Programs.
- ▶ Supported employees in pursuing their career interests and opportunities through increasing awareness of the various tools, resources and information available to help guide them on their career journeys ([www.chr.alberta.ca/career](http://www.chr.alberta.ca/career)).
- ▶ Continued to enhance organizational public policy excellence through the pilot of several Policy Essentials Series courses, Management Development Program Public Policy course offerings and a cross-government Policy Internship Program.
- ▶ Honoured employees who demonstrated superior client service and business excellence through 24 Premier's Awards of Excellence team awards and two Deputy Minister of Executive Council Service Excellence awards.

- ▶ Maintained a healthy workplace by reviewing flexible work options for employees' work life balance and offering new Occupational Health and Safety (OH&S) courses and the GoA OH&S Certificate Program.
- ▶ Enhanced staffing processes and information/resources to support timely hiring decisions and high quality hires, and to help applicants prepare for and participate in the staffing process.
- ▶ Agreed, as part of collective bargaining, to implement a Health Spending Account.

## 2010-11 FOCUS AREAS

Under the priorities of Attract, Develop and Engage, three focus areas were identified for 2010-11:

- Career development – Provide supports for employees to pursue career interests and opportunities.
- Leadership development – Promote the development of supervisory and leadership skills.
- Flexible work arrangements – Promote the use of flexible work arrangements where possible.



# Developing

Building strength within the public service!

## What we said we would do

**Promote learning and development opportunities to support employees in reaching their full potential.**

**Focus on supervisory skills, public policy excellence and leadership capacity.**

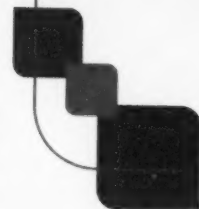
## WHAT WE'VE ACHIEVED

- ▶ Eighty-five managers and senior managers enrolled in the next level of learning for the new University of Alberta/GoA Management Programs Post Graduate Program. This pilot program provided the opportunity for:
  - Manager graduates of the Management Development Program (MDP) to attend Senior and Executive Managers' Development Program (SEMDP) courses ([www.chr.alberta.ca/semdep](http://www.chr.alberta.ca/semdep)).
  - Senior manager graduates of the SEMDP to attend Corporate Executive Development (CED) sessions ([www.chr.alberta.ca/ced](http://www.chr.alberta.ca/ced)).
- ▶ Supported 31 mobility knowledge transfer and succession enhancement opportunities through the Executive & Senior Manager Mobility Program during the fiscal year.
- ▶ Implemented a pre-qualified list of professional coaches that is available for ministries to access to meet their targeted coaching and leadership development needs.
- ▶ Leadership Development was added as a key topic area in the GoA Learning Centre Catalogue ([www.chr.alberta.ca/learning/GoA\\_Learning\\_Catalogue.pdf](http://www.chr.alberta.ca/learning/GoA_Learning_Catalogue.pdf)).
- ▶ Redesigned and launched the Management Essentials Program into a series of six half-day courses. The Management Essentials Program provides an overview of the foundational practices, policies and information specific to managing in the APS.



Josh Stewart, Public Affairs Officer

# Developing



- ▶ Continued to offer the eight-module Supervisor Certificate Program designed to develop the knowledge, skills and competencies for successful supervision. Below are some highlighted statistics:

- 387 completions since the program started in 2007.
- 1,205 participants currently enrolled in this program.

- ▶ Continued to offer Assessment Services to Supervisors, Senior Managers and Executive Managers to provide participants with a better

understanding of their strengths and specific areas of development in relation to the APS Competencies.

- ▶ Completed the recruitment for the second intake of interns for the Policy Internship Program. Thirty-three new policy interns started in January 2011.
- ▶ Developed, piloted and offered three of the Policy Essentials courses. The series consists of five interactive, classroom-based courses. Information and registration is available via MyAGent (keyword: Policy).

## What we said we would do

**Encourage career growth so employees can pursue options that fit their skills and professional development goals. (2010-11 Focus Area)**

## WHAT WE'VE ACHIEVED

The focus this year was to increase employee and supervisor awareness of career development resources, tools and supports.

- ▶ Created three new career and learning resources to support career and learning conversations. Launched in April 2010, these resources included an Overview of Career and Learning Plans, a Guide to Career and Learning Plans for Employees and a Guide to Career and Learning Plans for Supervisors.

- ▶ Launched a "Career Development" section in the GoA Learning Centre online catalogue, which highlighted courses focused on career management. This included piloting three career development courses through the GoA Learning Centre:

- Career Conversations for Supervisors;
- APS Competencies: The Basics; and
- Connecting Your Resume to a GoA Job Advertisement.

Visit [www.chr.alberta.ca/learning/GoA\\_Learning\\_Catalogue.pdf](http://www.chr.alberta.ca/learning/GoA_Learning_Catalogue.pdf) for details.





# Developing

- ▶ Launched the 2010-11 Leading in Learning Series with the theme "Explore Your Potential: Be the best that you can be." The first speaker in the series was Robert Harris who presented on November 9, 2010 "Navigating Your Career in Today's Economy." On February 15, 2011 Dr. Barbara Moses talked about "Career Intelligence for Yourself & Others."
- ▶ Launched a six-part series of articles in the November 2010 edition of the GoA Connector providing tips, advice and help to employees in navigating their careers.
- ▶ Improved the organization and navigation of career development resources and information on the Corporate Human Resources' (CHR) website to make it easier to find information and use ([www.chr.alberta.ca/career](http://www.chr.alberta.ca/career)).



*Julie Woo, Desktop Publishing and Design*

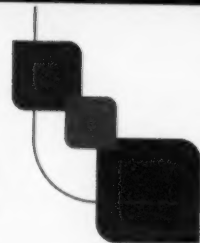


*Rob Madden, Director, Air Transportation Service*

## MEASURES FROM APS WORKFORCE PLAN

- 62 per cent of employees agreed their organization supports their work-related learning and development.
- 49 per cent of employees agreed they have opportunities for career growth within the GoA.

# Engaging



Supporting and inspiring employees to perform their best.

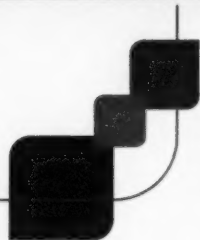
## What we said we would do

**Create and adopt best practices for flexible work arrangements while ensuring quality service for Albertans. (2010-11 Focus Area)**

**Recognize employees for strong performance and raise staff awareness of their value and promote pride in work.**

## WHAT WE'VE ACHIEVED

- ▶ Completed a review of the directives relating to flexible work.
- ▶ A Deputy Minister of Executive Council Service Excellence Ceremony was held on February 25, 2011 recognizing two teams who completed the Service Excellence Program and guidebook. The teams recognized were from Seniors and Community Supports and a cross-ministry team from Infrastructure and Transportation.
- ▶ The Premier's Award of Excellence (PAE) ceremony was held on October 6, 2010 and recognized 24 teams in the gold, silver and bronze award categories.
- ▶ Enhanced the PAE experience of the submitters by redesigning the PAE information sessions, increasing the capability to submit online, and providing more information on the importance of measures.
- ▶ Enhanced the PAE Leadership Team training with the introduction of the National Quality Institute's Process Mapping Workshop for all PAE Leadership Team members.
- ▶ Refreshed the Service Excellence (SE) workbook and guidebook to create a closer alignment between SE and PAE.
- ▶ Redesigned the Common Milestone Recognition (CMR) cross-ministry SharePoint site to provide a more user friendly format and made updates to the Recognition Guidebook.
- ▶ Worked with a cross-ministry team to progress and streamline the implementation of the Common Milestone Recognition Program with a vendor review, revised guidelines, and increased employee communication.



# Engaging

- ▶ Goal-setting training materials were made available to all employees via the Employee Resource Guide and can also be accessed on the CHR website.
- ▶ Worked with cross-ministry teams to launch the 2011-12 Performance Contracts for managers and opted out and excluded employees.



*Taryn Adams, Engineer Intern*

## What we said we would do

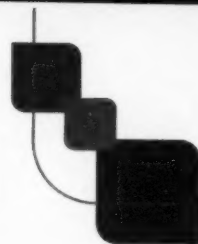
**Promote a safe, healthy environment that provides the foundation for employees to succeed.**

## WHAT WE'VE ACHIEVED

- ▶ Coordinated upcoming Partnership audits across the GoA as the Certifying Partner for the Partnerships in Injury Reduction Program in the GoA.
- ▶ Coordinated the GoA Occupational Health Monitoring Program to monitor for hearing loss, lead poisoning, and pulmonary function.
- ▶ Provided employees with Occupational Health and Safety (OH&S) courses and a GoA OH&S Certificate Program through the GoA Learning Centre.
- ▶ Offered the Occupational Health and Safety training course for HR Professionals.
- ▶ Supported the GoA immunization efforts for the 2010-11 flu season.
- ▶ Offered information and education sessions for HR professionals on topics including substance abuse in the workplace, mental health and stress management. Total participation in the various sessions exceeded 100.



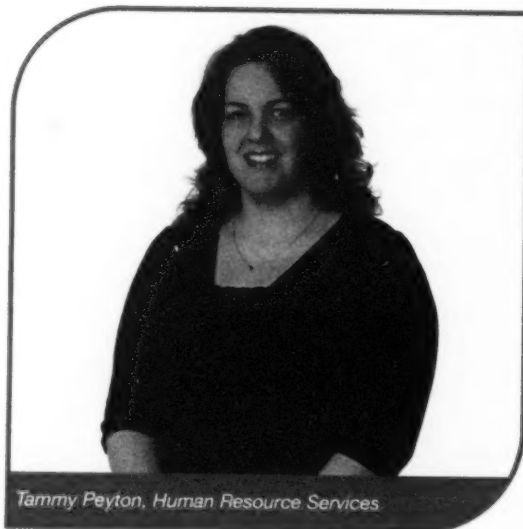
# Engaging



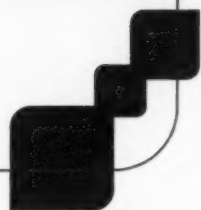
- ▶ Provided regular health practices In-Service training and Case Conference sessions for HR professionals to promote understanding of how and when to use resources and practical application of tools and strategies.
- ▶ Conducted a review on all employee health services programs. From the review the following actions were taken:
  - Completed a request for proposal to obtain a provider for the Disability Management Program designed to be a support to human resources and front line leaders. Program implementation actions were finalized in preparation for the April 1, 2011 program launch.
  - Introduced Health Coaching as a value-added employee and family member support under the existing Employee and Family Assistance Program (EFAP) which replaces the Employee Support and Recovery Assistance (ESRA) program. Program communication and other preparations completed for the April 1, 2011 launch date.
- ▶ Completed delivery of Workplace Health Month (October 2010) education and information sessions to the Human Resource Community and front line managers on topics of addictions, mental health and stress management.

## MEASURES FROM APS WORKFORCE PLAN

- ➔ 73 per cent of employees agreed they know how their work contributes to the achievement of their ministry's or department's goals.
- ➔ 65 per cent of employees agreed they are proud to tell people they work for the GoA.
- ➔ 58 per cent of employees agreed they receive meaningful recognition for work well done.



Tammy Peyton, Human Resource Services



# Attracting

Enhancing the GoA's ability to attract and recruit employees.

## What we said we would do

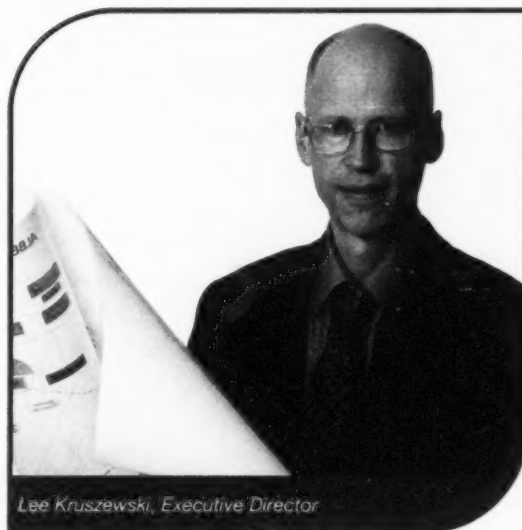
**Showcase the diversity of careers in the APS and a work environment where people make a difference.**

## WHAT WE'VE ACHIEVED

- ▶ Continued to promote the GoA as a positive career choice to students and recent graduates, through specific targeting of the government-wide Ambassador Program. As noted below:
  - Ambassadors participated in 14 career fairs, eight presentations, and six University of Alberta career forums.
  - Six Ambassadors participated in the University of Alberta Career Information Network sharing their career experience with students and helping to build awareness of the diverse careers/occupations in the GoA.
  - Ten Ambassadors participated as job shadow hosts for the University of Alberta's Job Shadow Week, which was held on February 22-25, 2011. This provided students with an opportunity to job shadow from one to four days and learn first-hand what it is like to work in our organization.

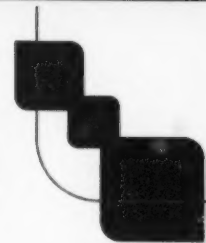
In light of the continued hiring restraint, Ambassadors participated in career fairs and presentations that had an educational focus rather than a job focus.

- ▶ Employed 59 students in various types of work in 11 ministries through the Student Summer Employment Registration Service.



Lee Kruszewski, Executive Director

# Attracting



## What we said we would do

**Ensure timely, efficient business processes that support and enhance our efforts to recruit and select the best talent.**

## WHAT WE'VE ACHIEVED

- ▶ Collaborated with the HR Community to implement the approved recommendations from the "Review of Recruitment & Selection Business Processes" project. This resulted in the development of new staffing resources that support timely hiring decisions and high quality hires, and help applicants prepare for and participate in the staffing process. The following actions were taken:
  - Developed supports to strengthen the HR-Hiring Manager business partner relationship and a more strategic approach to staffing that included: updated Staffing Principles; a customized training program to further develop HR consulting skills; a new Strategic Staffing Plan conversation tool; and information to increase awareness of the different ways to attract, recruit and develop students and recent graduates.
  - Improved processes that included: a new automated Staffing Request form and workflow process; a pilot process where managers have direct access to the Student Summer Employment Registration Service; collaborative recruitment initiatives; new advertising templates for Provincial Agencies and changes to online and external advertising templates.
- Redesigned training and developed new supports for HR professionals and hiring managers that included: redesigned Staffing training; new IMAGIS Talent Acquisition Management training sessions; updated Job Evaluation training; library of sample interview questions; listing of niche/professional organization websites to support candidate sourcing; a summary of appointment methods and recruitment strategies available to support the career service concept; wage employment information; reference check form; verbal and written offer form; and benefit overview documents.
- Posted new resources for applicants on the GoA Jobs website including "Frequently Asked Questions" and "Understanding the Job Posting." In support of career development initiatives, the following pilots were developed and offered through the GoA Learning Centre Catalogue: Connecting Your Resume to a GoA Job Advertisement; and Mastering Behavior Description Interview Questions – Employee's Perspective.
- Enhanced the GoA Jobs website (Candidate Gateway) to improve usability and streamline the application process.



# Attracting

What we said we would do

**Offer compensation and benefits that are competitive, flexible and responsive.**

## WHAT WE'VE ACHIEVED

- ▶ Agreed, as part of collective bargaining, to implement a Health Spending Account.
- ▶ Reviewed the Northern Alberta pilot programs to enhance attracting and retaining employees in various northern locations.
- ▶ Continued to examine compensation practices in light of the current fiscal and economic environment.



*Vaneeta Gill, Divisional Administrator*

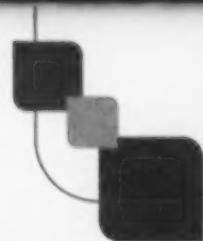


*Ben Bagnall, Human Resource Consultant*

## MEASURES FROM APS WORKFORCE PLAN

- ▶ 60 per cent of employees said they would recommend the GoA as a great place to work.

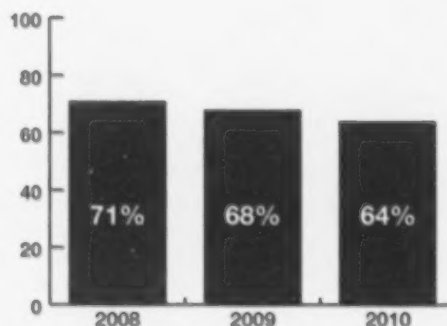
# Corporate Employee Survey Indices



## Employee Engagement Index

This index is based on the result of six questions from the Corporate Employee Survey that are outcome measures of employee engagement.

- ▶ Satisfaction with their work
- ▶ Inspired to give their very best
- ▶ Proud to tell people they work for GoA
- ▶ Satisfied with ministry/department
- ▶ Recommend GoA as a great place to work
- ▶ Prefer to stay with GoA

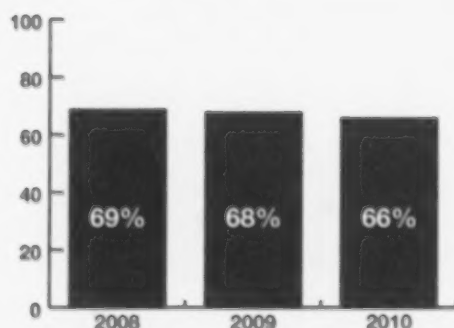


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## Quality Work Environment Index

This index is based on the result of 11 questions from the Corporate Employee Survey that measure the key determinants of a quality work environment.

- ▶ Positive relationships with co-workers
- ▶ Job fits skills and interests
- ▶ Support for learning and development
- ▶ Know how work contributes to goals
- ▶ Satisfied with quality of supervision
- ▶ Support to balance work and personal life
- ▶ Support to provide high level of service
- ▶ Opportunities for input into decisions
- ▶ Opportunities for career growth
- ▶ Confidence in senior leadership
- ▶ Receive meaningful recognition





# Comparing Performance Measures Indicators

<sup>1</sup> Surveys have exact wording to questions in GoA Survey.

<sup>2</sup> Surveys have similar wording to questions in GoA Survey.

<sup>3</sup> Please note: All survey results used in the context of Hewitt's Best Employers in Canada Study are the property of Hewitt Associates. Any distribution or use of this data, in whole or part, is strictly prohibited. The data provided is confidential and for internal use only.

## QUESTIONS

### EMPLOYEE ENGAGEMENT INDEX

	2010	2009	2010	2009	2010	2010	2009
Satisfaction with work	74	78	74	74	77	64	83
Satisfaction with your ministry/department	62	66	63	61	69	51	70
Inspired to give your very best	62	64	69	68	71	62	79
Recommend organization as great place to work	60	66	64	63	70	57	71
Stay with organization even if offered similar job elsewhere	60	64	64	62	57	57	67
Proud to tell people that you work for the organization	65	69	69	68	71	57	75

### QUALITY WORK ENVIRONMENT INDEX

Positive work relationships with your co-workers	90	91	88	88	90	83	91
Have support at work to provide high level of service	60	64	66	65	72	59	74
Your job is a good fit with your skills and interests	83	84	81	81	88	76	87
You have support at work to balance work and life	69	70	67	66	70	63	71
Satisfied with quality of supervision you receive	69	71	69	71	72	60	72
Confidence in senior leadership of your ministry/department	51	54	56	55	62	47	60
Know how your work contributes to achievement of goals	73	72	76	76	83	59	79
Organization supports your work related learning/development	62	69	64	66	72	59	74
Opportunities to provide input into decisions affecting your work	57	59	66	64	69	56	74
Receive meaningful recognition for work well done	58	61	57	53	58	51	58
Opportunities for career growth within the organization	49	51	49	48	54	50	53

## SOURCES

ORGANIZATION	DOCUMENT SOURCED
Canadian Interjurisdictional Average	July 2010 and June 2009 Report of data collected by Employee Engagement Interjurisdictional Team, a collaborative effort between territorial, provincial and federal governments across Canada.
Government of NWT	2010 Employee Satisfaction Survey
Government of Yukon	2010 Yukon Government Employee Engagement Survey
Government of Nova Scotia	2009 Employee Survey Report
Australian Public Service	State of the Service Report Employee Survey Results 2009-10
United Kingdom Civil Service	2010 UK Civil Service People Survey
USA Federal Government	2010 Federal Employee Viewpoint Survey
Scottish Government	Scottish Government Employee Survey 2009
<sup>3</sup> Hewitt	Best Employers in Canada Study

					Hewitt's Best Employers in Canada Study (BES) (%)							
					BES Database (overall average)		250 Best Employers		2private Sector		2public Sector	
	2010	2011	2012	2013	2010	2009	2010	2009	2010	2009	2010	2009
	78	--	86	--	--	--	--	--	--	--	--	--
	--	--	62	--	--	--	--	--	--	--	--	--
	--	39	--	44	64	68	76	77	63	64	51	52
	84	42	70	55	73	76	84	86	71	72	63	63
	--	--	--	--	--	--	--	--	--	--	--	--
	79	55	--	56	--	--	--	--	--	--	--	--
	82	--	--	--	--	--	--	--	--	--	--	--
	--	--	--	--	--	--	--	--	--	--	--	--
	71	--	--	--	78	80	83	84	72	69	72	70
	67	70	76	72	62	66	74	77	62	62	51	51
	66	--	68	--	68	72	76	78	67	68	58	58
	42	36	--	45	66	70	80	82	64	65	44	45
	85	80	84	83	--	--	--	--	--	--	--	--
	52	55	66	71	69	72	80	83	67	69	60	62
	51	49	55	62	56	58	67	69	57	57	46	46
	52	77	52	79	49	54	63	65	48	50	36	37
	56	28	42	53	51	55	65	66	53	54	40	41

#### LOCATION/PROVIDED BY

Comparison 2009-10 and 2008-09 data used with permission of the Employee Engagement Interjurisdictional Initiative. For further information, contact [EEIT@gov.ab.ca](mailto:EEIT@gov.ab.ca).

<http://www.hr.gov.nt.ca/library/documents/EmployeeSatisfactionSurveyReport2010.pdf>

[http://www.psc.gov.yk.ca/pdf/ees\\_final\\_employee\\_rpt\\_2010.pdf](http://www.psc.gov.yk.ca/pdf/ees_final_employee_rpt_2010.pdf)

<http://www.gov.ns.ca/psc/v2/employeeCentre/employeeSurvey/2009survey/>

<http://www.apsc.gov.au/stateoftheservice/0910/employeesurvey.pdf>

[http://www.civilservice.gov.uk/Assets/CSPS2010%20-%20Civil%20Service%20benchmark%20-%2020110201\\_tcm6-37965.pdf](http://www.civilservice.gov.uk/Assets/CSPS2010%20-%20Civil%20Service%20benchmark%20-%2020110201_tcm6-37965.pdf)

[http://www.fedview.opm.gov/2010FILES/2010\\_Govtwide\\_Report.pdf](http://www.fedview.opm.gov/2010FILES/2010_Govtwide_Report.pdf)

<http://www.scotland.gov.uk/Resource/Doc/313513/0099390.pdf>

Hewitt

Inquiries about the  
2010-11 Alberta Public Service Workforce Plan  
can be referred to:

Corporate Human Resources  
5th Floor, Peace Hills Trust Tower, 10011 - 109 Street  
Edmonton, Alberta, Canada T5J 3S8

Phone: 780-427-5813 | [www.chr.alberta.ca](http://www.chr.alberta.ca)

or contact your ministry's human resource office.



JUNE 2011